

1930



Coatesville  
Medical Center



2005

## 2005 ANNUAL REPORT



Dear veterans, employees, volunteers and friends of the Coatesville VA Medical Center:

The 2005 Coatesville VA Medical Center Annual Report provides some workload, budget and clinical performance graphs along with noteworthy achievements in areas such as care services, quality of care, customer service, performance measurement, patient satisfaction, collaborations with partner organizations and improvements to our facilities and grounds.

2005 was notable for being the 75th year of employees, volunteers, affiliates and community based partners providing high quality, compassionate care to hundreds of thousands of deserving veterans and their loved ones. Our 75th Anniversary events celebrated all previous and ongoing efforts to continually improve care and services for deserving veterans who sacrificed for our nation.

Each and every year of working to improve veterans' health, safety, well being and satisfaction takes combined, well coordinated efforts. Throughout 2005, strong, focused and productive teamwork was clearly obvious in many areas.

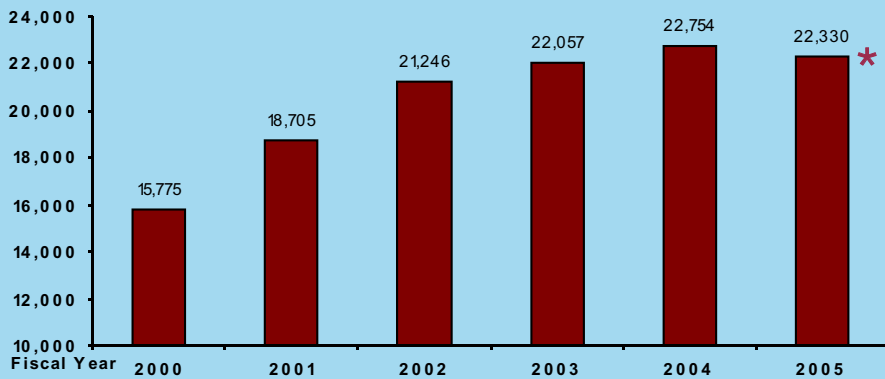
The achievements contained in this annual report can now be proudly added to Coatesville VAMC's rich history of remarkable service to veterans.

As we move forward in 2006, we will strive to add to our medical center's legacy of ever improving services for our nation's heroes.

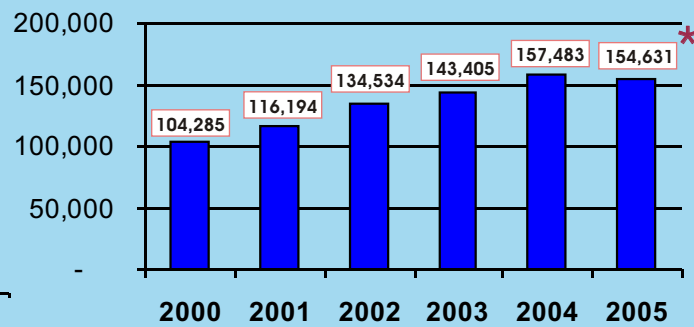
  
GARY W. DEVANSKY  
Director

**For a large print 2005 Annual Report  
Contact: 610-384-7711, ext. 3929**

## UNIQUE VETERANS SERVED



## OUTPATIENT VISITS



## WORKLOAD

\* Reduction due to transferring four Community Based Outpatient Clinics (CBOCs) to other VISN facilities

| Operating Beds |            | Unique Admissions |              | Patient Days |                | Average Daily Census |            | Number of Inpatients Treated |             | Outpatient Visits |                |
|----------------|------------|-------------------|--------------|--------------|----------------|----------------------|------------|------------------------------|-------------|-------------------|----------------|
| Medical        | 6          | Hospital          | 443          | Hospital     | 25,754         | Hospital             | 70         | Hospital                     | 1029        | Philadelphia CBOC | 7,375          |
| Intermediate   | 0          | Nursing Home      | 75           | Nursing Home | 52,623         | Nursing Home         | 144        | Nursing Home                 | 491         | Spring City CBOC  | 9,778          |
| Psychiatry     | 73         | Domiciliary       | 1,103        | Domiciliary  | 74,357         | Domiciliary          | 203        | Domiciliary                  | 1603        | Springfield CBOC  | 13,958         |
| Nursing Home   | 154        | <b>Total</b>      | <b>1,621</b> | <b>Total</b> | <b>152,734</b> | <b>Total</b>         | <b>417</b> | <b>Total</b>                 | <b>3123</b> | Coatesville VAMC  | 123,520        |
| Domiciliary    | 229        |                   |              |              |                |                      |            |                              |             | <b>Total</b>      | <b>154,631</b> |
| <b>Total</b>   | <b>462</b> |                   |              |              |                |                      |            |                              |             |                   |                |

## ACHIEVEMENTS 2005

### Care Services

- Opened a 12 bed Hospice Unit within the Nursing Home (Bldg. 138A).
- Opened VA's largest stand alone transitional housing program (30 beds/Walker House) for homeless female veterans. VA's Deputy Secretary, Gordon H. Mansfield, attended the Grand Opening Ceremony.
- Expanded Behavioral Health specialty care services for seriously mentally ill, substance abuse, supportive employment, domiciliary and mental health intensive case management patients.
- Increased prevention screenings in important areas such as cancer, tobacco use, and high blood pressure.
- Expanded the care coordination program which includes home telehealth innovations.
- Reached the exceptional performance level for clinics being monitored throughout the nation (for example: eye care, mental health, and primary care).
- Initiated a community-based vocational case management program (supported employment) for seriously mentally ill veterans.
- Reorganized the medical center at the top management and clinical services levels.
- Conducted numerous 75th Anniversary events commemorating the continuous provision of high quality health care for veterans since opening in 1930.

### Quality of Care

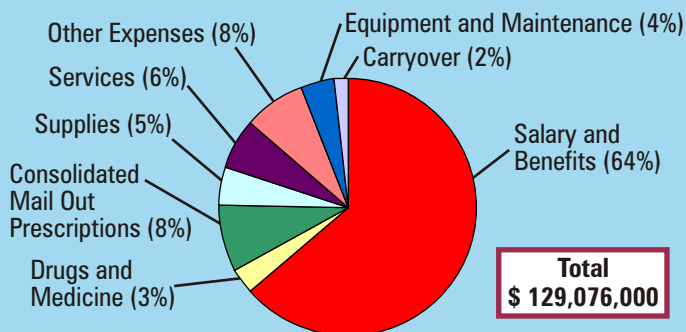
- Maintained full accreditation by the Joint Commission of Healthcare Organizations (JCAHO) in Hospital, Behavioral Health, Long Term Care and Home Care. CVAMC volunteered to be one of the first facilities to have unannounced surveys. JCAHO surveyors noted CVAMC's Environment of Care Program to be a best practice (zero findings).
- Achieved commendation for Fire & Safety, Environment of Care and OSHA conditions from the Office of Inspector General (OIG).
- Received full, three year accreditation from JCAHO for SATU's Opioid Treatment Program.
- CVAMC was a VISN leader in areas such as access to care, mental health intensive case management, functional independence assessments, cancer screenings, cardiovascular care, endocrinology, compensation and pension exams, and radiology timeliness.
- Received another three year approval for the Pre-Doctoral Internship Program from the American Psychological Association (APA).
- Received VACO best practice recognition for operating one of VA's top PTSD programs.
- Because of CVAMC's highly regarded domiciliary and transitional living programs, VA's Under Secretary for Health endorsed CVAMC's coverage by the Kaiser Media Fellows (a prominent national media group).
- Enhanced commitment to improving quality of care by becoming VISN 4's first participant in VA's National Center for Ethics innovative Integrated Ethics initiative.
- Quality improvements were made through the efforts of process improvement teams (for example, prevention of patient abuse, suicide prevention, culture change in long term care, medication dispensing accuracy, safe and efficient access to outpatient services, improving the involuntary commitment process).
- Received full reaccreditation from the Office of Research Oversight (ORO) for the Human Research Protection Program.
- Received full, two year College of American Pathology (CAP) accreditation for clinical laboratory.
- Received complimentary and supportive site visit feedback from veterans service organizations and congressional offices.
- Received five year accreditation from the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALACI) for Research's Animal Care and Usage Program.
- Earned a national level VA Chaplaincy Best Practice Award for patient assessment and evaluation.
- Received highly favorable quality assurance reports from VACO Fire Department and Office of Security and Law Enforcement inspectors.



### Financial Management

- While experiencing a very challenging budget: expanded services; maintained high quality of care; implemented many management and quality initiatives; elevated performance measurement scores; upgraded equipment; enhanced buildings and grounds; improved computer capabilities; created operational efficiencies; and, increased veterans access to care.

## BUDGET



## OTHER INFORMATION

|                     | 2004      | 2005      |
|---------------------|-----------|-----------|
| Employees (FTEE)    | 1,158     | 1,138     |
| Volunteers          | 510       | 565       |
| Volunteer Hours     | 21,267    | 22,396    |
| Gifts and Donations | \$371,620 | \$410,488 |



- ▶ Collected over \$6,000,000 in the Medical Care Cost Recovery Program.
- ▶ Achieved VISN 4 top Financial Indicators scores (exceptional level).
- ▶ Shared financial staff expertise with other VA medical centers.

### Facilities and Grounds Improvements

- ▶ Approximately \$2 million was received for construction projects.
- ▶ The 59B modernization project for nursing home patients neared completion at year's end. Occupancy is expected in 2006.
- ▶ Renovated Unit 9A (Walker House) for transitional housing and 138A & B for nursing home and hospice care.
- ▶ Began medical unit renovations (1B). Completion is expected in 2006.
- ▶ Completed kitchen and bathroom renovations; installed CCTV and panic alarms; upgraded pharmacy security; and, made improvements to the Research Bldg. (No. 11).
- ▶ A CAT scanner project was, at the end of the year, substantially completed. Activation is expected by mid-2006.
- ▶ A construction project for Building 59A was approved for design in 2006 with construction in 2007. This project was selected as VISN 4's submission for VA's National Center for Patient Safety (NCPS) Design Challenge.
- ▶ Numerous maintenance projects were completed (for example, upgrades to emergency power, electric replacements, HVAC improvements, roof replacements).
- ▶ Improved signs, handicapped access, replaced curbs and sidewalks and expanded the on-grounds shuttle service.

### Collaborations

- ▶ Through close partnership with The Philadelphia Veterans Multi-Service & Education Center (PVMSEC) opened The Mary E. Walker House for homeless female veterans (Bldg. 9).
- ▶ Increased resources that provided improved access to VA care for residents at the Southeastern Pennsylvania Veterans' Home.
- ▶ Worked with community organizations to increase substance abuse recovery and educational services.
- ▶ Initiated management efficiency collaboration reviews with VAMCs Philadelphia, Wilmington, Wilkes-Barre and Lebanon.
- ▶ Twelve employees were deployed as volunteers to assist with Hurricane Katrina relief efforts.
- ▶ Enhanced mutual aid agreements with local police and fire departments.
- ▶ Conducted emergency management planning and drills in association with other VISN 4 facilities, state and local police, county officials and FBI personnel.
- ▶ Collaborated with VAMC Philadelphia to conduct an annual, community based, comprehensive homeless veterans outreach program (Stand Down for Homeless Veterans).

### Veterans Service Organizations (VSOs)

- ▶ Increased volunteers (regular service) by 11%, volunteer hours by 5% and gifts/donations by 10%.
- ▶ Initiated special recruitment efforts for 20-40 year old individuals.
- ▶ Began recruitment to start a Volunteer Home Based Primary Care Program.

### Customer Service 2005

- ▶ Established an interdisciplinary committee to transform the culture of the long term care units into more resident-centered and employee empowered communities.
- ▶ In addition to the existing facility-wide Service Recovery Program, specific initiatives were implemented on the hospice and medical units to identify customer needs and promptly address individual veteran complaints.
- ▶ Formal telephone etiquette training was provided to approximately 300 employees to improve telephone courtesy and responsiveness to customer needs.
- ▶ An on-the-spot customer service award program was initiated to recognize and reinforce the efforts of employees who provide exceptional customer service.
- ▶ On an employee satisfaction survey, the overall highest scores were reported in the areas of "At the end of the day, I feel I have contributed to the Quality of Life of the veterans I serve" and "My work has meaning and purpose". Responses by staff members from the new Hospice Unit yielded the highest scores possible for these two questions.
- ▶ Included Veterans Service Organization (VSO) members and patients on medical center quality improvement committees.



- Conducted patient satisfaction surveys in treatment areas. Our staff received high praise responses and individual acknowledgments for courtesy, compassion and quality of care. Feedback for improvement has been used in our quest to constantly do things better.

#### Advanced Clinic Access (ACA)

- As depicted in the graph to the right, Coatesville's efforts to improve the availability of specialty clinic appointments have yielded strong results. The measure is the percentage of new patients who received a scheduled appointment in less than 30 days.
- Coatesville was the VISN 4 leader in exceeding all ACA 2005 goals.
- Coatesville was a national finalist in an ACA team award competition.

#### Performance Measurement

- For Clinical Practice Guidelines (such as prevention/treatment of pneumonia, diabetes, cancer, and cardiovascular disease) our performance exceeded goals and continues to improve.
- For JCAHO performance measures (such as diabetic foot exam, screenings for alcohol use, depression, and PTSD) our scores indicate continued high level performance.
- For VA's two nursing home care measures, we achieved the exceptional level.

#### Prevention Indicators

- Each year, several healthcare prevention areas are chosen for measurement against a standard. The percentage of patients who receive prevention screening and interventions is monitored. The chart to the right shows some noteworthy results.

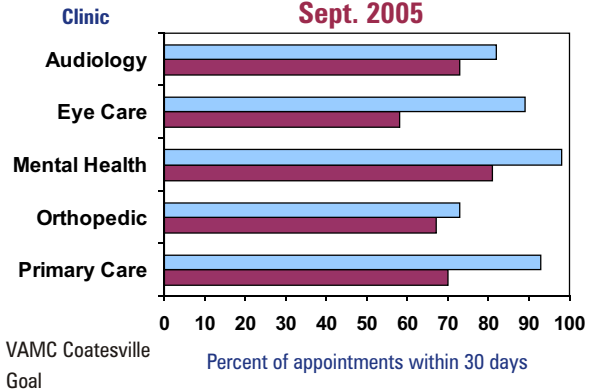
#### Patient Satisfaction

- Outpatient Satisfaction scores continued to be in the exceptional range. The greatest gain was in veterans' rating of access to our services, which increased from 88% (Sept. 2004) of new patients satisfied with how quickly they were able to get an appointment to 97% (Sept. 2005).
- Provider wait times (how long a veteran waited to be seen after the scheduled appointment time) is a strong indicator of patient satisfaction. Scores for our CBOCs in Spring City and Springfield showed 98% satisfaction.

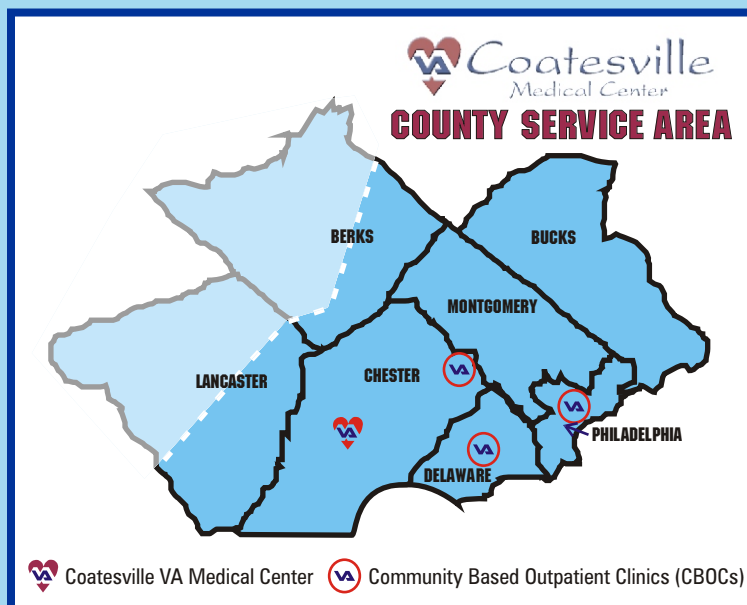
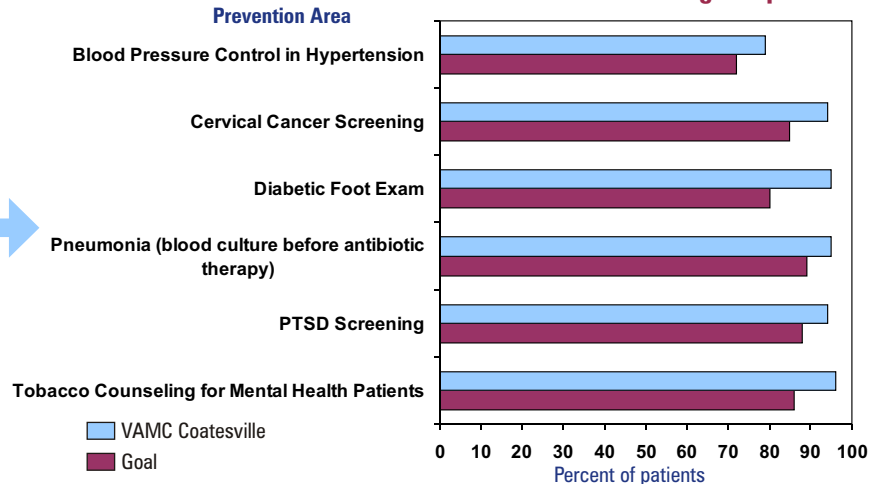
#### Human Resources

- A 2% employment reduction was accomplished while performance measures improved.
- Employee lost work time improved creating significant reductions in the use of overtime.
- Continued advancements in the areas of utilizing the High Performance Development Model, coaching and mentoring, integrating core competencies into work practices and enhancing leaders' effectiveness.

#### Availability of Appointments for New Patients Sept. 2005



#### Prevention Health Screening - Sept. 2005



#### VAMC Coatesville's locations, addresses & phone numbers

**VA Medical Center**  
1400 Black Horse Hill Road  
Coatesville, PA 19320  
(610) 384-7711  
(800) 290-6172

**Spring City CBOC**  
11 Independence Drive  
Spring City, PA 19475  
(610) 948-1082

**Multi-Service Center CBOC**  
213-217 North 4th Street  
Philadelphia, PA 19106  
(215) 923-1163

**Springfield CBOC**  
194 West Sproul Road  
Suite 105  
Springfield, PA 19064  
(610) 543-3246

Please visit our web page  
<http://www.coatesville.med.va.gov/> for more  
information, including available services,  
contact information, directions, job  
opportunities and helpful links.



#### VA Stars & Stripes Healthcare Network

Altoona, PA Butler, PA Clarksburg, WV Coatesville, PA Erie, PA Lebanon, PA Philadelphia, PA Pittsburgh, PA Wilkes-Barre, PA Wilmington, DE

*Serving those who served*